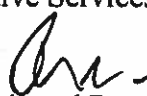


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MEMORANDUM

To: Heather Murakami
Administrative Services Officer

From: Ron Menor 
Council Chair and Presiding Officer

Re: Travel Report: Rail-Volution Conference; Denver, Colorado; September 17, 2017 to
September 20, 2017

Introduction

The following is a summary of my activities during the Rail-Volution Conference that took place from September 17– 20, 2017 in Denver, Colorado. I have also attached photos that I took during the mobile workshops.

Activities on Sunday, September 17, 2017

I attended the Welcome Reception sponsored by the City and County of Denver and Union Station Alliance. The reception was held at the newly renovated, historic Union Station, which includes a restaurant, commercial and office spaces, and a hotel; and now serves as a modern, multimodal transportation hub for the entire region and links the city's rail transit system to the Denver International Airport. This is an example of a P3 (public-private partnership) project which the City and County of Honolulu should study carefully for possible implementation on this island. I traveled from my Sheraton Denver Downtown Hotel to the

event by catching the Free Mall Ride shuttle service along 16th Street, which represents another innovative and convenient transit option for people in the downtown area.

Activities on Monday, September 18, 2017

The morning Opening Plenary featured a panel discussion of distinguished leaders who shared their perspectives on the transportation challenges that have faced the Denver region. The panel included: John Hickenlooper, Governor of the State of Colorado and former Mayor of Denver; Christine Marquez-Hudson, President/CEO of the Denver Foundation, the oldest and largest community foundation in the Denver metro area with nearly \$735 million in assets and over 1,000 funds under management; David Genova, General Manager/CEO, Regional Transportation District (RTD) in Denver; and Mizriam Cordero, Vice President, Government Affairs, Denver Chamber of Commerce. The moderator was Maria Garcia Berry, Chief Executive Officer of CRL Associates, whose broad client base includes the Master Plan and Environmental Impact Statement for Denver's Union Station and the transformation of the former Villa Italia mall site into Belmar and Forest City's redevelopment of Stapleton.

The panelists spoke about the dramatic and tremendous regional growth that has occurred in Denver over the years that has produced positive economic development and job growth, but which has also resulted in significant challenges for policymakers. Since 2000, the population in the Denver region has doubled, stressing the area's transportation infrastructure. Denver has become a magnet for millennials who do not want to drive to work and prefer alternative transit options. In order to address these transportation challenges, the RTD has implemented a multibillion-dollar FasTracks network - an integrated, multimodal transportation system that includes the construction of new rail spurs, the redevelopment of Union Station, the development of new rail lines, the expansion of bus rapid transit, and bike trails. The panelists discussed the

kinds of leadership, collaborations, and partnerships involving different levels of government and the public and private sectors that have emerged in addressing these challenges. Of particular interest was the discussion about the financing mechanisms including use of the sales tax and design-build-finance or “P3” strategies which Denver has successfully employed.

A major problem that has resulted from the development of rail and TOD is gentrification, which has made affordable housing a top priority for government officials. According to Governor Hickenlooper, the focus of his administration has been on the development of integrated, mixed-income communities that include a significant amount of affordable housing because he does not believe that it is desirable from a policy standpoint to concentrate low-income individuals and families in separate communities. Besides affordable housing, another major challenge facing Denver policymakers has been improving the accessibility, convenience, and affordability of the rail system for the workforce who do not live close to the rail line.

I also attended a morning workshop entitled “Transit Investments: Measuring and Communicating How We’re Doing”. The panelists included Jamie Henson, Systems Planning Manager, District Department of Transportation, Washington, D.C.; William Van Meter, Assistant General Manager of Planning, Regional Transportation District, Denver, Colorado; and Joseph Recker, Environmental Permits Coordinator, TriMet, Portland, Oregon. The moderator was Carolyn Flowers, Senior Vice President, Transit Market Sector, AECOM, Los Angeles, California.

The panelists discussed techniques and methods for assessing the effectiveness of transit options in the context of rail projects that have been implemented in various municipalities. These included: a highly analytic services evaluation process being utilized to evaluate and

improve the performance of all transportation modes in the Washington, D.C. area; the FTA's evaluation process before and after a transit project's completion in Portland, Oregon; and communicating with the public about objectives and results in the FasTracks regional transit program in Denver.

In the afternoon, I participated in a mobile workshop entitled "The Impacts of Investments in West Denver Neighborhoods". The tour focused on how investments in new mixed-income communities located around TOD can transform formerly isolated and blighted neighborhoods, and how policymakers are dealing with the gentrification pressures that will inevitably follow.

The Tour was conducted by Ismael Guerrero, Executive Director of the Denver Housing Authority (DHA); Renee Martinez-Stone, Director of the West Denver Renaissance Collaborative; and Ryan Tobin, Director of DHA's Development Department.

We began with a site visit to Sun Valley (recipient of a HUD 2016 Choice Neighborhood Implementation grant), which included a presentation of what a TOD community looks like before a major investment happens. The next stop was Villa Park, which focused on investment, change, and the impact on existing neighborhoods. We also toured the Mariposa District where participants were able to view transformative changes that are possible after mixed-income communities are developed in TOD areas. We also had the opportunity to travel on Denver's light rail system to our various destinations.

Sun Valley

Sun Valley is Denver's most vulnerable community, with the highest poverty rate in the city (83 percent), as well as a high concentration of school age youth (55 percent), children living

with a single parent (85 percent) and immigrant families (21 percent). The neighborhood is also isolated and lacks access, landlocked by Interstate highways and the South Platte River.

In 2010, DHA partnered with the City of Denver, the Urban Land Conservancy and Enterprise Community Partnerships to apply for and receive a HUD Choice Neighborhoods Initiative (CNI) Planning Grant for the Sun Valley Homes, with the ultimate goal of transforming the distressed neighborhood into a vibrant, successful model of livability and transit orientation.

After years of successful, community-led planning, Sun Valley's .64 square miles are primed for redevelopment into a holistic, district-based neighborhood of choice.

The Sun Valley Choice Neighborhood Initiative Transportation Plan serves as a blueprint for redeveloping an inner-city neighborhood into a community focused on achieving six CNI GROW Priority Areas:

- Prioritize Youth, Family and Education
- Develop Mixed-Income Housing
- Placemake through Healthy Food
- Create Opportunity
- Create Connections and Open Space
- Build Sustainable Infrastructure

Mariposa District

In 2007, the community and the Denver Housing Authority began developing its plans for the transformation of South Lincoln Homes, 254 severely distressed and obsolete public housing units built over 50 years ago on a poorly designed urban site plan. The 100 percent public housing, low-income site was located in the heart of Denver's La Alma/Lincoln Park

neighborhood, with close proximity to the heart of downtown, the Aurora Higher Education Center and the 15-acre Lincoln Park. The site was easily accessible by walking, bike or transit, with the recently added 10th & Osage light rail station. The nearby Santa Fe Arts District had begun bustling with a host of new art galleries, restaurants, and shops.

Starting with critical funding provided by a HUD HOPE VI grant in 2010, DHA's vision was to create an intentional phased development that minimized displacement while building an integrated, amenity-rich residential community for returning residents, new residents, and the surrounding community. Seven years later, the new Mariposa District features:

- Community-driven design and development process that led to a high-quality, sustainable, socially and economically healthy, art-centric neighborhood reflecting community values and vision.
- Vibrant mixed-use, scaled district with activated ground-level commercial spaces for small businesses and community serving partners.
- Unique use of Active Living Guidelines that informs the built environment and building designs, including active stairwells, natural light, bike/pedestrian friendly, and community gathering spaces.
- DHA as a developer of attainable housing, urban infill developments, equitable mixed-income communities-innovation, progressive, collaborative partnerships.
- A socio-economic diversity model for equitable, inclusive neighborhood redevelopment.

Activities on Tuesday, September 19, 2017

In the morning, I attended a mobile workshop entitled "Bringing Permanently Affordable Rental Housing to TODs". The workshop included site visits of several of Denver's equitable

transit-oriented developments (ETODs) at RTD's West and Southwest rail line stations. Over 200 permanently affordable apartments are located in these ETOD sites. Participants also had the opportunity to meet with representatives of the local non-profits, developers, quasi-governmental agencies, and a philanthropic coalition who have been important contributors to the development of ETODs.

One of the key stakeholders is an organization called the Urban Land Conservancy (ULC), which was founded in 2003 with an active Board of Directors and is a supporting organization to the Denver Foundation. Through the acquisition, preservation, and development of real estate, the ULC's primary goal has been to ensure long-term affordability for both commercial and residential tenants. The scope of ULC's work has grown significantly since 2003, and currently focuses on land banking, community land trusts, master site development, affordable housing preservation and development, school preservation and development, and facility stewardship by non-profit entities in areas where underserved at-risk populations reside. In ETOD areas, ULC has developed over 1,500 units of affordable housing.

The site of one of ULC's projects is located adjacent to the Sheridan light rail station (W line) which we visited. ULC and its development partners will build 133 units of affordable housing financed with Tax Credit allocation. Additional mixed-use development will be planned on the parcels of land east of the station.

Another ULC project which we visited is the Evans Station Lofts, which is located directly across the street from Evans Station on the Southwest Rail line. It includes 50 units of affordable housing and 7,100 square feet of commercial space. The units serve households with incomes ranging from 30 to 60 percent of the Area Median Income. Evans Station Lofts has

been recognized locally and nationally for employing advanced building techniques in affordable housing design and construction.

In the afternoon, I attended a workshop entitled “First – and Last – Project Implementation.” The moderator was Diego Cardoso, Executive Officer, Los Angeles County Metropolitan Transportation Authority (METRo). The panelists included: William Bacon, Policy and Financial Analyst, Metropolitan Transportation Commission, San Francisco, California; Jennifer McGrath, Active Transportation Planner, Utah Transit Authority, Salt Lake City, Utah; Circe Toruellas, Citywide Planner/Project Manager for DC Circulator, District Department of Transportation, Washington, D.C.

The panel discussion focused on the importance of municipalities adopting measures to ensure effective connectivity and accessibility of the rail line to potential riders. William Bacon talked about the extensive use of shuttles in the Bay area. He also discussed how San Francisco has considered the adoption of parking policies to disincentivize the use of automobiles and encourage greater utilization of mass transit options.

Circe Toruellas explained how the District of Columbia uses circulator shuttles to transport riders from the Washington mall and the monuments to rail transit stations. Jennifer McGrath spoke about how Utah developed a comprehensive system-wide strategy to improve community access to regional transportation opportunities. I have attached a copy of her PowerPoint presentation.

Activities on Wednesday, September 20, 2017

In the morning, I attended a workshop entitled “Getting Real About Equity: Measuring What Matters”. The panelists included: Jeffrey Tomlin, Principal, Nelson/Nygaard Consulting Associates Inc., San Francisco, California; and Scott Bernstein, President, Center for

Neighborhood Technology, Chicago, Illinois. The moderator was Michael Washington, Title IV Manager, Planning Regional Transportation District, Denver, Colorado.

The panelists discussed the importance of building effective and convenient transit systems from the standpoint of ensuring transportation equity for low-income populations. They emphasized that municipalities need to address issues of affordability not only in the housing context, but also in terms of how poverty-stricken individuals spend a disproportionate share of their incomes on transportation needs. The issue of equity with respect to the development of rail transit systems also applies to the problem of gentrification that inevitably occurs in TOD sites.

Given these concerns, panelists indicated that it is important for policymakers and finance directors to integrate equity into decision-making. The panelists gave several real-life examples of how this is being done across the nation. In Oakland, equity metrics are included in a new infrastructure bond. Memphis and Albuquerque have been analyzing the cost-of-living reduction benefits of smart transportation. In Chicago, policymakers are implementing new ETOD tools to help families with low incomes escape poverty.

Conclusion

Perhaps the big takeaway from the conference was the opportunity to hear from mature, well-developed rail transit systems and the accompanying Transit-Oriented Development initiatives that have emerged in their wake. Many of the experts pointed out the pitfalls that are critical for policymakers to understand in an effort to tailor decisions to local needs.

For Honolulu, which has yet to commence operations, there is every opportunity to put in place policies that would address problems that have occurred in other areas and to anticipate and prepare to capitalize on the best opportunities that an efficient rail transit system offers.



West Denver Neighborhood



West Denver Neighborhood



West Denver Neighborhood



West Denver Neighborhood



West Denver Neighborhood



West Denver Neighborhood



Denver transit official presents overview of equitable transit-oriented developments (ETODs) at RTD's West and Southwest rail line stations.



RTD 16th and California Station



*Rodolfo "Corky" Gonzales Branch Library
Mile High Vista*



Sheridan Station Park-n-Ride



Sheridan Station



*Chair Menor with Chris Nevitt, Citywide Manager for Transit –Oriented Development,
standing in front of Evans Station.
Mr. Nevitt also served as Council President of the Denver City Council.*



Evans Station Lofts



Evans Station Lofts



Evans Station, view of Evans Station Lofts



Evans Station Lofts



Evans Station, view of Evans Station Lofts



16th Street and Tremont Place, view of Court Place



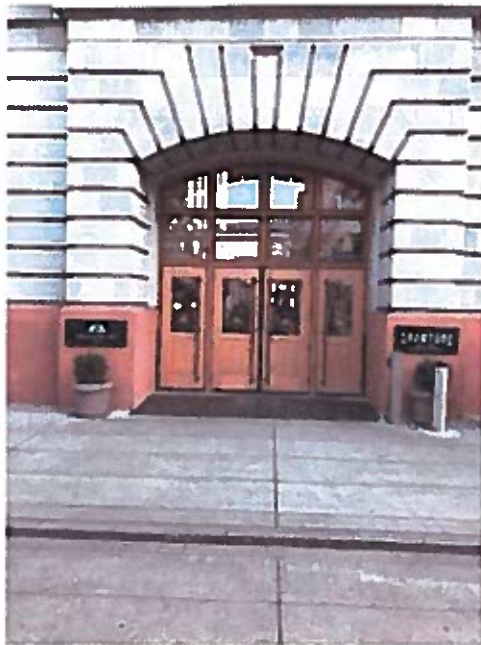
RTD's Free 16th Street MallRide



Denver Union Station



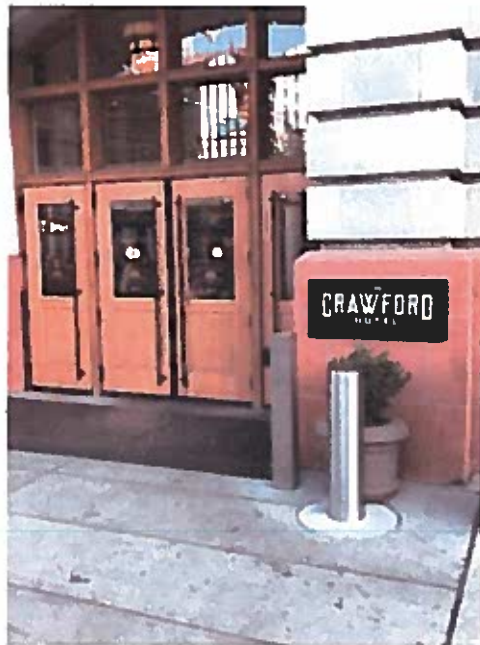
Denver Union Station



Denver Union Station



Denver Union Station



Denver Union Station



Denver Union Station



Denver Union Station



Denver Union Station



Denver Union Station

City Council
City and County of Honolulu

CLAIM FOR TRAVEL REIMBURSEMENT

Date: November 9, 2017

Traveler: Council Chair Ron Menor
Event: Rail - Volution Conference
Location: Denver, Colorado

Dates: From September 16, 2017 To September 20, 2017

Description	Amount	Notes:
1. Registration Fee	595.00	
2. Airfare	821.69	
3. Hotel	1005.20 ✓	
4. Meals	50.33 ✓	
5. Ground Transportation	50.00 ✓	
6. Tips	8.00 14.76 ✓	Housekeeping Tip
7. Other	50.00 ✓	Checked Baggage Fee (25.00 + 25.00)
Other		
Other		
8. Adjustment		
TOTAL REIMBURSEMENT	2587.12 1170.29 ✓	

This is to certify that the above data, based upon receipts submitted to Council Administrative Support Services via a CCLTRVL02 form, is accurate. Further, I am claiming reimbursement for expenses associated with a trip in which City business was conducted and personal funds were used to advance payment:


Signature of Traveler

NOV 09 2017

Date